

HEADQUARTERS

UNITED STATES SPACE COMMAND

PETERSON AFB, COLORADO 80914

* * * * INITIAL MANNING DOCUMENT (FY 1986/1987) * * * *

PART I ORGANIZATION/FUNCTIONS

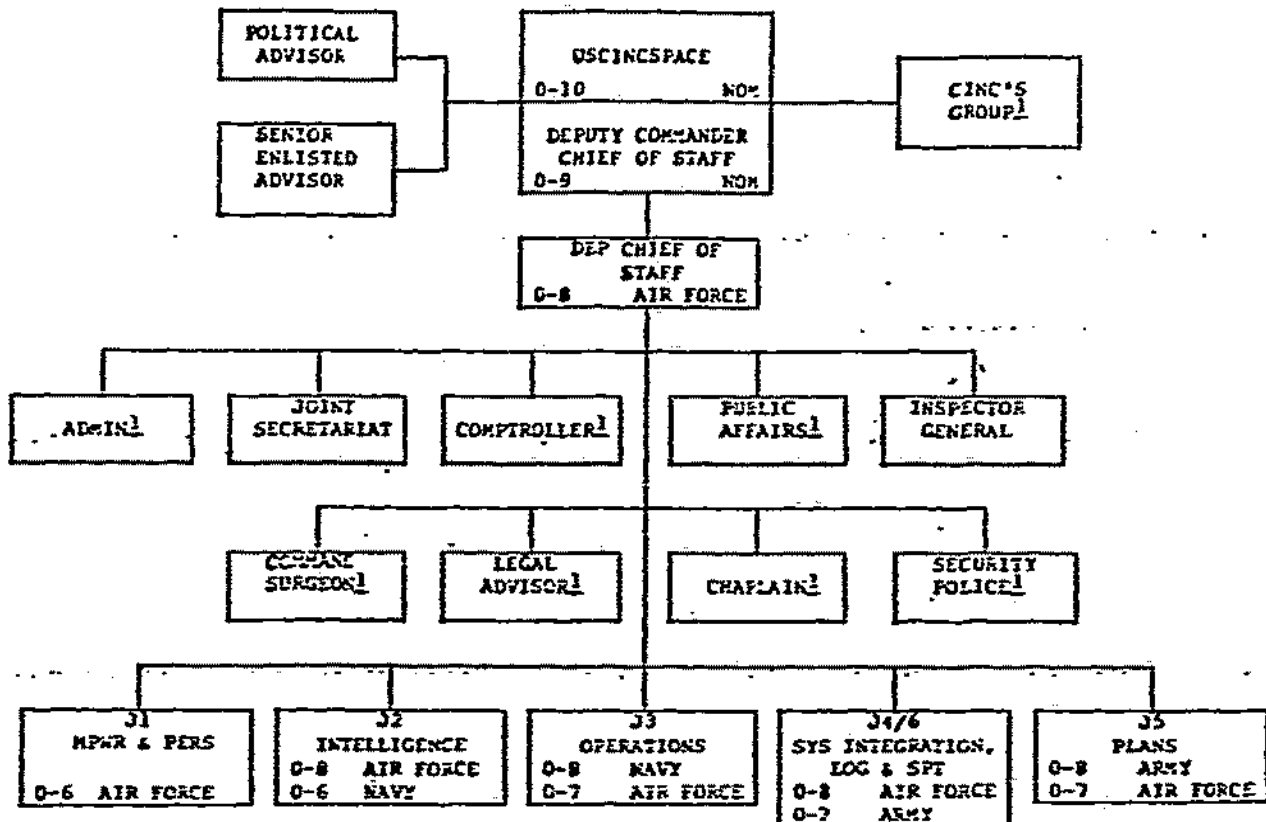
PART II JOINT TABLE OF DISTRIBUTION

1. EFFECTIVE DATE
2. AUTHORITY JCS POLICY MEMO 173, 7 MAY 1981
3. THIS INITIAL MANNING DOCUMENT WILL BE USED AS THE BASIS FOR REQUISITIONING ALL MILITARY PERSONNEL AND EMPLOYING CIVILIAN PERSONNEL.
4. PROPOSED CHANGES WILL BE PROCESSED IN ACCORDANCE WITH APPROPRIATE USSPACECOM REGULATIONS.

ATCH 1

PART I

USSPACECOM ORGANIZATION/FUNCTIONS



¹ ORGANIZATIONS DUAL-HATTED FROM AIR FORCE SPACE COMMAND

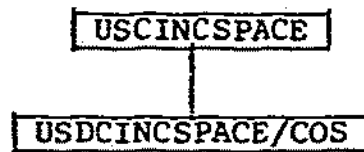
In previous decisions (JCS 2542/76, JCS 2542/8-5, JCS 2542/8-6 and JCSM-333-85), the Joint Chiefs of Staff have approved the responsibilities and functions of USCINCSpace. These responsibilities and functions are the basis of the USSPACECOM organizational structure and manpower requirements contained in this initial manning document.

COMMANDER IN CHIEF

USCINCSpace

The Commander in Chief, US Space Command (USSPACECOM) exercises operational control over all forces assigned; commands, plans for, coordinates, and employs forces to conduct those activities in space which support US national objectives; prepares operational plans for the conduct of military space operations; and assigns tasks to, and directs coordination among the subordinate commands to ensure unity of effort in the accomplishment of command assigned missions. Responsibilities are set forth in the Unified Command Plan, the current Joint Strategic Capability Plan, and other pertinent directives of the Joint Chiefs of Staff and the Secretary of Defense.

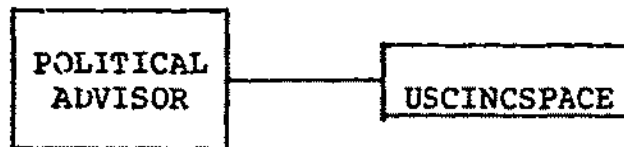
DEPUTY COMMANDER IN CHIEF/CHIEF OF STAFF



The Deputy Commander in Chief serves as the principal advisor and assistant to USCINCSpace and discharges the missions and responsibilities of the Commander in Chief in his absence.

As Chief of Staff, he supervises and directs implementation of decisions, plans and policies of USCINCSpace. Directs and coordinates the activities of the United States Space Command staff and oversees the efficient execution of policy. Keeps the USCINCSpace informed on all important staff actions. Makes decisions on all matters coming within the scope of established policy and provides guidance to the staff on such matters. Reviews and evaluates recommendations involving the establishment of changes to policy prior to submission to USCINCSpace for decision.

POLITICAL ADVISOR (POLAD)



The Political Advisor to the Commander in Chief, USSPACECOM is a Foreign Service Officer assigned by the Department of State to HQ USSPACECOM. He serves as the principal political/diplomatic advisor to USCINCSpace, and staff, on international political/military issues bearing on the Command's mission. Advises the USCINCSpace, and his staff, on political aspects of East-West relations, Soviet policy, arms control matters, UN affairs, space treaty questions, NATO, as well as on other US multilateral and bilateral relations with pertinent nations and organizations, as they relate to the Command. Coordinates the foreign policy aspects of the Command's operations with the Department of State and provides foreign policy guidance on other issues of substantive interest to the Command. Specific duties include:

1. Advises USCINCSpace and staff on aerospace politico-military matters.
2. Provides USCINCSpace and staff with politico-military assessments relevant to developing space doctrine and strategy, and in promoting a comprehensive documentation of the Soviet space threat.

3. Reviews proposed space treaties and advises USCINCSpace and staff in making recommendations to higher authorities for discussion in the interagency arena. Interfaces with Department of State and US Embassies involved in order to provide the political information and insight necessary for assessment of proposed space treaties.
4. Advises USCINCSpace on European and Japanese political implications to actions taken in support of the President's initiative to defend against ballistic missiles.
5. Provides political advice related to planning, managing and controlling the Department of Defense Shuttle flights.
6. Provides advice on Embassy/Department of State traffic to increase the understanding of current Department of State actions.
7. Provides foreign policy guidance and analysis of foreign political developments, to include crisis action situations, and their possible impact on aerospace military operations.
8. Assists USCINCSpace and staff in developing politico-military options in host countries, including political aspects of missile warning, aerospace defense and space surveillance operations.
9. Provides foreign policy guidance and assistance in the preparation of political, social, economic, and diplomatic portions of joint readiness exercises to ensure that these

exercises achieve realistic staff training on events likely to be encountered in real-world contingencies. Assists in the coordination and implementation of outside CONUS military exercises with overseas regional states. Also plays the exercise role of Department of State, U.S. Ambassador, U.S. Agency for International Development, and other Country Team officials, as well as political leaders of friendly, enemy, and neutral countries.

10. Represents Department of State in external matters affecting the Command.

11. Briefs new commanders on politico-military implications of assignments to those overseas areas hosting Command facilities.

12. Serves as host for Department of State-sponsored distinguished visitors.

13. Serves as focal point for interactions with Department of State representatives and advisors to the National Defense University and Service professional military education institutions.

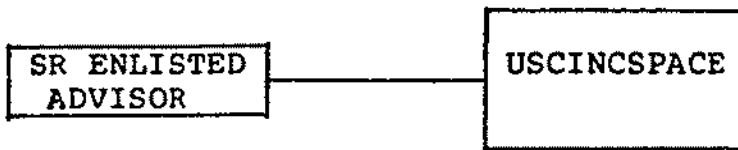
14. Provides immediate political advice on possible diplomatic contingencies and their impact on USCINCSpace, e.g., terrorist incidents, natural disaster planning, and other areas involving intricate knowledge of political dynamics.

15. Advises USCINCSpace and other principals in optimizing Command representational role within and among the countries in the Command area of interest, in support of overall national aerospace objectives.

16. Provides advice and advanced liaison for USCINCSpace, visits to U.S. and foreign embassies.

17. Provides advice and assistance to USCINCSpace in the preparation of international staff papers that have aerospace political and military implications.

SENIOR ENLISTED ADVISOR



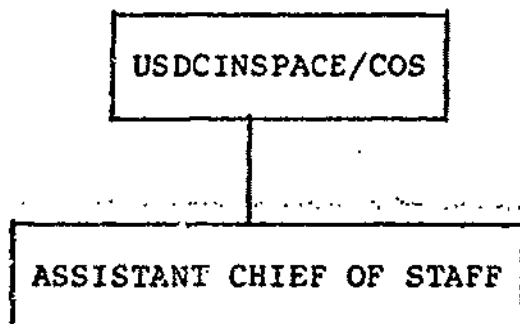
The Senior Enlisted Advisor is responsible for maintaining liaison between USCINCSpace and the enlisted force. Ensures that the enlisted force is cognizant of USCINCSpace policies. Advises USCINCSpace on problems concerning morale and attitudes of the enlisted force. Evaluates the quality of NCO leadership, management, and supervisory training. Monitors compliance to military standards by the enlisted force. Serves on advisory councils. Maintains liaison with HQ USSPACECOM staff agencies, subordinate component commands, and the local community.

CINC'S GROUP



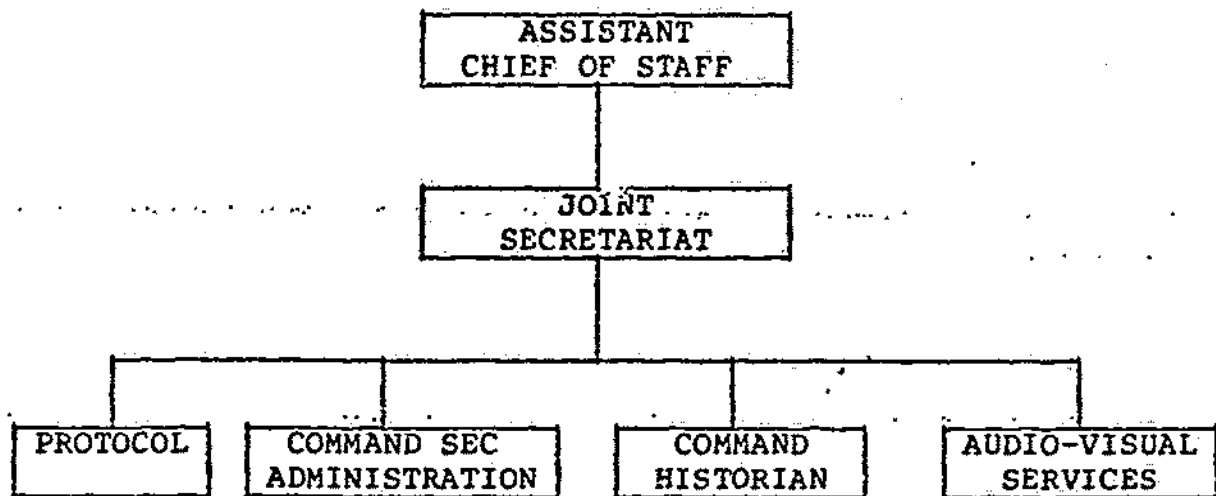
The mission of the CINC's Group is to support the CINC and Deputy CINC in the areas of speeches, briefings, official travel and special projects. The CINC's Group writes and maintains a file of all remarks and speeches. All 35mm and vugraph Command briefings are originated, compiled, and maintained by the Group. The Group initiates, plans, organizes and coordinates all official CINC/DCINC travel out of the local area. Support to the CINC and Deputy CINC on special projects is also provided.

ASSISTANT CHIEF OF STAFF



The Assistant Chief of Staff assists the Chief of Staff in discharging the latter's duties and responsibilities. He helps supervise and direct the implementation of USCINSPACE decisions, plans and policies. Helps direct and coordinate the activities of the United States Space command staff, and oversee the efficient execution of policy. Keeps the USCINSPACE and DUSCINSPACE informed on all important staff actions. Makes decisions on all matters coming within the scope of established policy and provides guidance to the staff on such matters. Reviews and evaluates recommendations involving the establishment of changes to policy prior to submission to the Chief of Staff for decision or forwarding to USCINSPACE.

JOINT SECRETARIAT

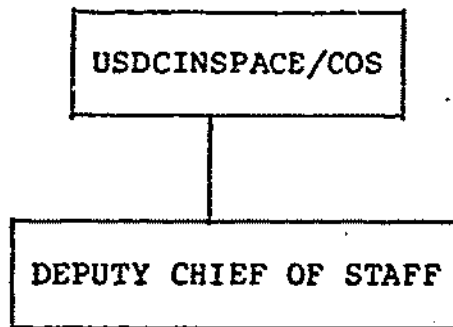


Coordinates and facilitates the interaction of the Joint Staff with the Command Section. Responsible for the administrative support of the CINC. Acts as the central management and control point for documents, staff actions, and messages routed to the Command Section. Operates an administrative support activity as required for Command Section executive offices. The Joint Secretary functions as the Deputy Assistant Chief of Staff. Specific duties include:

1. Receipts for and controls classified and unclassified correspondence referred to the Command Section by Staff Offices.
2. Maintains the current files and records for the Offices of the CINC, DCINC/Chief of Staff, and Assistant Chief of Staff.
3. Maintains suspense control of items referred to the staff for action and follows up on suspense actions as required.
4. Supervises the preparation of correspondence in the Offices of the DCINC/Chief of Staff and Assistant Chief of Staff, and serves as Custodian of Classified Documents for the Command Section.

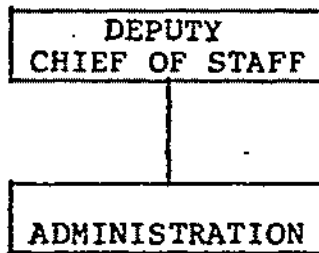
5. Maintains property hand receipts for the Command Section.
6. Establishes administrative policy, systems, and procedures for the administrative operation of the staff, including processing and control of all correspondence.
7. Establishes policy and procedures governing logistical services for the staff. Exercises approval authority required for supply, maintenance improvement and maintenance support of the staff; including plant account equipment. Administers staff operating budget.
8. Directs preparation of the USSPACECOM History and certain congratulatory messages.
9. Directs the operations of the Divisions comprising the Joint Secretariat.
10. Assists in the coordination of special projects requiring action by several staff agencies; e.g., major conferences, space allocations, facilities and equipment upgrades, etc.
11. Controls the assignment of office space.
12. Formulates headquarter's policy on matters of protocol.
13. Recommends policy and administers procedures for sponsoring and hosting visitors to the Command.
14. Administers the theater/area clearance and entry and exit procedures for the headquarters.
15. Coordinates arrangements for official visitors to the headquarters, to include development and publication of schedules, arranging for briefings, ceremonies, tours, billeting, and transportation.
16. Manages the CINC's representational funds.

DEPUTY CHIEF OF STAFF



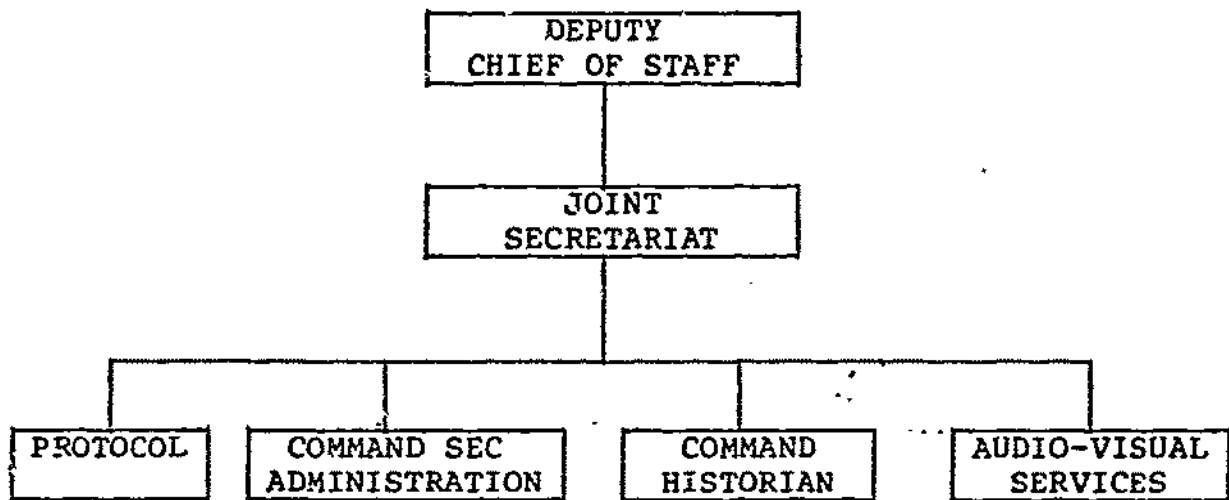
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ADMINISTRATION



Responsible to USCINCSpace for command administrative functions and systems. Authenticates command directives, and General, Special, and Administrative Orders on behalf of the CINC. Provides policy and guidance for classified document and JCS registry control, postal and courier delivery systems, address and distribution schemes, code words, nickname and exercise terms, and administrative office practices. Administers publication systems programs including publications editing, printing support, forms management, and distribution of command directives and forms. Maintains and implements command records systems, and freedom of information and privacy act programs. Plans for administrative systems interface with field units and component commands. Develops office systems requirements. Interfaces with OJCS, other unified and specified commands, and component commands as needed.

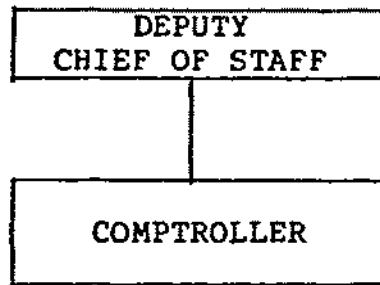
JOINT SECRETARIAT



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2. Maintains the current files and records for the Offices of the CINC, DCINC/Chief of Staff, and Deputy Chief of Staff.
3. Maintains suspense control of items referred to the staff for action and follows up on suspense actions as required.
4. Supervises the preparation of correspondence in the Offices of the DCINC/Chief of Staff and Deputy Chief of Staff, and serves as Custodian of Classified Documents for the Command Section.

COMPTROLLER



Serves as the principal advisor to the CINC in the areas of comptroller activities and financial management, to include:

1. Reviews for the CINC the command operating budget, annual funding program, and priority of unfinanced requirements for activities under operational control of the CINC.
2. Coordinates with component comptrollers to achieve policy and procedural uniformity, and a common understanding of the financial implications when two or more component commands are engaged in joint operations.
3. Develops financial policy and establishes systems and procedures relating to funds issued to USCINSPACE for administration and control.
4. Advises Assistant Chief of Staff, key staff officials, and subordinate organizations on matters pertaining to budgeting, accounting, management analysis, special financial programs, reports control, and audits.
5. Translates program requirements into a financial plan and directs the preparation of budgets for USSPACECOM headquarters activities.

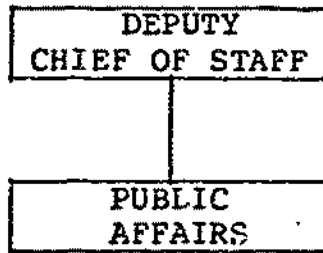
6. Reviews and undertakes appropriate Comptroller action related to the financial aspects of the Five Year Defense Program (FYDP).

7. Formulates policy and provides guidance on budget status and analyses of funds.

8. Directs conduct of financial management studies on a situation-by-situation basis.

9. Maintains liaison with DOD, JCS and component commands on Comptroller matters.

PUBLIC AFFAIRS



The Public Affairs Directorate plans, implements, and manages the USSPACECOM public affairs programs to include community relations, news media relations, internal information, and plans and resources; acts for and advises USCINCSpace, his staff and component commanders on all matters having command public affairs impact; develops and disseminates public affairs directives, plans, policy and guidance to component public affairs offices; and maintains liaison with the Joint Chiefs of Staff Public Affairs Office (OJCS/PA), Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA), Office of the Secretary of the Air Force Public Affairs (OSAF/PA), Department of the Navy Public Affairs (DN/CHINFO), Department of the Army Public Affairs (DA/PA), and other unified, specified, and component command public affairs offices on public affairs matters. Specific duties include:

1. Within the Internal Information area:
 - a. Prepares and supervises production of command audio-visual scripts and internal public affairs publications, to include a command news service, biographies, and other internal media;
 - b. Ensures dissemination of policies/decisions by DOD and national leaders to command personnel;
 - c. Fosters DOD human relations goals;

- d. Provides guidance to CINC on subjects of interest to USSPACECOM personnel; and
- e. Develops programs to be supported by subordinate units to enhance morale, productivity, and retention.

2. Within the Community Relations area:

- a. Schedules briefings and escorts national and international distinguished civic leaders during visits to USSPACECOM headquarters to assure favorable public support and acceptance of USSPACECOM missions and requirements;
- b. Provides public affairs impact assessment and background books for USCINCSpace trips and public appearances;
- c. Researches and builds data base for USCINCSpace on USSPACECOM/community impact;
- d. Operates a Speakers Bureau for the USCINCSpace and key staff; and
- e. Coordinates special community events planning.

3. Within the News Media Relations area:

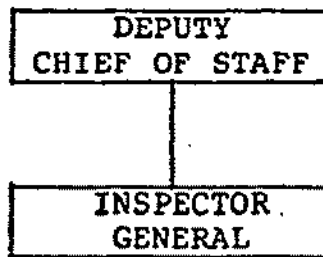
- a. Develops USSPACECOM public affairs information initiatives and maintains liaison with local, regional, national and international news media;
- b. Schedules, briefs and escorts news media representatives during visits to USSPACECOM headquarters to assure favorable public support and acceptance of USSPACECOM missions and requirements;
- c. Arranges interviews with USSPACECOM personnel;
- d. Responds to news media queries and supplies requested news materials;

- e. Prepares and supervises production of news and feature releases on the USSPACECOM and USSPACECOM personnel;
- f. Monitors print and electronic news media and advises the Command Section and key staff of news items and areas of interest to the USSPACECOM;
- g. Provides policy and security review clearance of speeches, articles and other materials prepared on USSPACECOM missions and systems;
- h. Submits Hometown News releases on USSPACECOM personnel;
- i. Researches and maintains Questions & Answers for use by key staff on current issues and programs for immediate response to news media and the public; and
- j. Provides media input for key staff on news media interviews.

4. Within the Plans and Resources Management area:

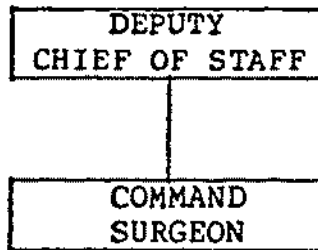
- a. Coordinates and implements JCS, DOD and lateral unified command contingency, exercise and war plans and annexes;
- b. Plans, implements and evaluates public affairs annexes to USSPACECOM operations plans;
- c. Monitors and provides policy guidance to subordinate commands for public affairs operations plans;
- d. Develops and manages public affairs personnel, material and training resource requirements;
- e. Maintains printed biographies, fact sheets, photographs, lithos and other materials as required;
- f. Manages and controls public affairs equipment resources; and
- g. Plans and manages the public affairs budget for O&M, equipment, supplies and TDYs.

INSPECTOR GENERAL



The USSPACECOM Inspector General (IG) assists and advises the Commander in maintaining effective command and control, and high standards of joint operational readiness; and provides reports and evaluation on these matters as required by the CINC or higher authority through the Commander. This office is responsible for scheduling and conducting Joint General Inspections, Operational Inspections, no-notice inspections, and investigations as directed by the CINC or higher authority. The results of such inspections/investigations along with recommendations for corrective action are produced and the progress/effectiveness of these actions are monitored by his office. The IG coordinates necessary USSPACECOM Inspector General Activities and matters with the Inspector Generals of the component commands.

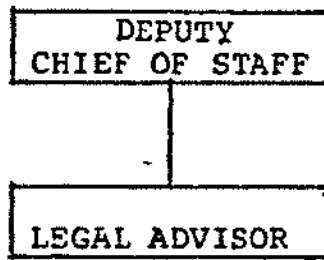
SURGEON



The USSPACECOM Command Surgeon responds to and advises USCINCSpace on medical service matters. In addition, the USSPACECOM Command Surgeon:

1. Staffs, plans, and coordinates Joint Medical Operations.
(For example: medical logistics to support joint space operations; WRM assessment of space activities of the Army, Navy, and Air Force; issues such as patient evacuation, civilian medical capabilities, space medicine training, and extensive exercising).
2. Develops and prepares annexes to USCINCSpace OPLANS for Joint Medical Operations.
3. Plans and coordinates medical readiness planning for Joint Medical Operations.
4. Coordinates with and assists subordinate commands, and other branches and divisions of the staff, in the development and preparation of implementing plans to USCINCSpace plans and doctrine.
5. Maintains currency of the capabilities and development in the Medical Operations area.
6. Coordinates and plans at the Joint Chief of Staff and Army, Navy, and Air Force HQ levels on medical activities in space operations.

LEGAL ADVISOR



Principal legal advisor of USCINCSpace and staff for law and policy matters; advises on legal issues associated with space surveillance, tracking and defense, missile tracking and defense, strategic defense systems employment, and military involvements in space transportation system; effects liaison with OSD, OJCS, the CINCs, the Services, and USSPACECOM components on legal and policy matters; reviews operations and contingency plans for compatibility with international law, US statutes, and implementing regulations; prepares legal annexes to plans as necessary; monitors negotiations of and assists in preparation of drafts of international agreements; provides legal issues and problems for joint exercise scenarios and evaluations as necessary. Specific duties include:

1. Reviews USSPACECOM plans, policies, and directives for compliance with domestic and international law and departmental guidance.
2. Advises the directors of HQ USSPACECOM on the legal aspects of staff actions within the command area of responsibility.
3. Reviews treaties, international agreements, and bilateral arrangements for HQ USSPACECOM, provides legal opinions and

advice on international legal matters, assists in drafting diplomatic notes and international agreements.

4. Assists in preparing reports, gathering data, and provides advice on litigation and legislative matters which impact on or concern the mission of the command.

5. Provides legal advice to subordinate commands and ensures provision of legal support to their organizations.

6. Provides legal assistance on personal legal problems to members of the command.

7. Attends planning conferences for joint/combined operations and exercises.

a. Provides advice and guidance on status of forces, legal annexes, rules of engagement, and related topics.

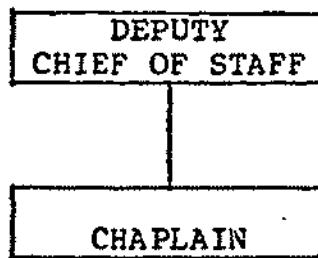
b. Ensures availability of legal advisors to provide advice on law of armed conflict, rules of engagement and international law during joint/combined operations and exercises.

8. Provides guidance to component Command Judge Advocates on legal matters related to space operations.

9. Provides program coordinator for Freedom of Information Act and provides advice and guidance on implementation and application of the Act.

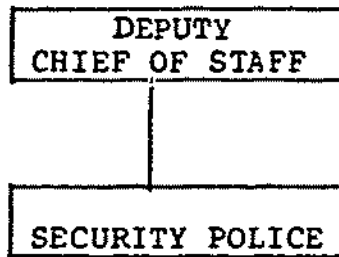
10. Serves as Command Counselor for Standards of Conduct.

CHAPLAIN



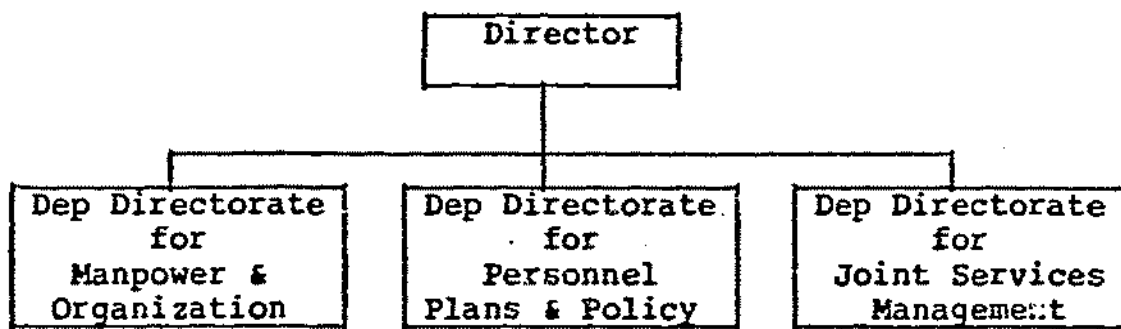
Advises USCINCSpace on the moral use of space and the related religious issues inherent with that use. Provides the humanistic input in a highly technical society geared primarily to space systems. Establishes religious plans, programs and policies for the Unified Space Command and its relationship with its components and directly interfaces with the Chiefs' of Chaplains of the Joint Services. Delineates areas of responsibility to be interpreted by the component commands in areas of religious ministry, in peace and war. Provides policy to institute studies and interpretation of religious beliefs and practices within the Command. Interfaces with component commands to ensure that all personnel receive necessary religious programs. Serves as the "pastor" to all personnel assigned to the Unified Command. Provides logistical, manpower, personnel and administrative Chaplain policies to component commands. Interprets policies of the Chiefs' of Chaplains of the Joint Services in relationship to the component commands.

SECURITY POLICE



Responsible to USCINCSpace for the directing of, and reporting on security programs within the Air Force, Army, and Navy components of USSPACECOM. These programs provide a secure environment for space and integrated tactical warning and assessment resources, and involve participation in the development and monitoring of USSPACECOM exercises, security inputs on plans/programs review, focal point on antiterrorism actions, and coordination of host nation support as related to all components of USSPACECOM.

DIRECTORATE OF MANPOWER AND PERSONNEL (J-1)



The Manpower and Personnel Directorate provides manpower and personnel support to USCINCSpace and CINCNORAD. Coordinates staff personnel matters, and exercises staff supervision of joint personnel, manpower, and related activities.

Specifically, the Directorate is responsible for the following activities: personnel requisitioning and assignments, policy guidance on personnel and manpower management matters involving activities reporting to, or through, HQ USSPACECOM; manpower and personnel annexes to unified OPLANS and contingency plans; unit/individual joint service awards program; civilian personnel policy matters; and studies/estimates as required for development/modification of joint manpower documents.

1. Deputy Directorate for Manpower and Organization:

Implements DOD and JCS manpower control directives. Develops and maintains the Joint Manpower Programs for USSPACECOM and NORAD. Compiles and publishes the headquarters organization and function manual. Reviews and makes recommendations on all requests for changes in manpower authorizations, functions and

organizational structures for the headquarters. Conducts manpower surveys and makes recommendations pertaining to improvements in management, organization and staffing of joint activities. Develops, reviews and makes recommendations to the Command's POM inputs. Specific duties include:

a. Implements DOD and JCS manpower control directives applicable to the headquarters and subordinate joint activities of the command.

b. Compiles and maintains the Headquarters Joint Manpower Program.

c. Develops and maintains the Joint Manpower Programs for all subordinate and designated joint activities.

d. Compiles and publishes the Headquarters Organization and Functions Manual.

e. Reviews and makes recommendations on all requests for changes in manpower authorizations, functions and organizational structure for the HQ USSPACECOM and NORAD.

f. Conducts manpower surveys and related manpower reviews/studies; makes recommendations pertaining to improvements in management, organization and staffing joint activities.

g. Coordinates and reviews submittal of the JMA portion (Part III) of the Headquarters JMP to JCS.

h. Develops, reviews and makes recommendations to the Command's POM inputs that request programming of manpower authorizations.

2. Deputy Directorate for Personnel Plans and Policy:

Responsible for USSPACECOM and NORAD personnel planning actions to include future expansion projects, skill conversions, contingency management, and exercise control. Prepares Personnel Annexes for unified OPLANS and exercises. Provides impact and guidance on personnel issues. Advises the unified personnel staff of upcoming initiatives that affect their operations. Obtains and operates necessary automated equipment for unified wartime planning. Works with other Command planning functions to ensure proper coordination and operability procedures. Acts as liaison to Space Command and NORAD planning activities. Specific duties include:

- a. Develops personnel guidance for the staff in the joint planning process.
- b. Prepares personnel portions of OPLANS and other documents.
- c. Reviews personnel portions of plans and studies of the JCS, other joint, unified and combined commands and subordinate/supporting commands, and prepares comments as appropriate.
- d. Reviews and prepares comments on manpower/personnel portions of capability plans (e.g. JSCP), Service POMs and other documents from OSD/JCS as required.
- e. Serves as J1 central POC in all matters relating to joint exercises; manages J1 participation as required.

f. Monitors personnel aspects for unit readiness in subordinate component commands.

g. Serves as J1 focal point for actions involving interpretation, impact, development, or guidance on personnel policy.

h. Monitors Quality of Life issues impacting on the Command and policies developed by OSD, JCS and Military Departments.

i. The Deputy Director for Personnel Plans and Policy also serves as the US Navy Element Commander.

3. Deputy Directorate for Joint Services Management:

Responsible for allocation of multi-service officer and enlisted resources in support of USSPACECOM and USELMNORAD mission objectives. Maintains selected personnel records. Advises the Director, Manpower and Personnel on senior officer matters. Processes formal training and retraining actions. Performs unit administration functions for personnel assigned to the Headquarters. Performs all other duties as required by the Director of Manpower and Personnel. Monitors preparation and submission of officer and enlisted evaluation reports. Processes recommendations for joint service awards and decorations. Monitors promotion and quality force programs. Administers separation and retirement actions. Specific duties include:

a. Provides personnel management services for all JMP approved military positions assigned to HQ USSPACECOM, USELMNORAD, and designated joint activities.

b. Provides personnel administrative services and records maintenance for officers and enlisted personnel assigned to the

unified command headquarters and designated joint activities as provided for or delegated by Service directives.

c. Provides for timely fill for all Headquarters positions and designated joint activities.

d. Provides the full range of unit administration (orderly room) and Military Personnel office services for all assigned U.S. Army personnel assigned to USSPACECOM, USELMNORAD, and as required by Service directives.

e. The Deputy Director for Joint Services Management also serves as the US Army Element Commander.

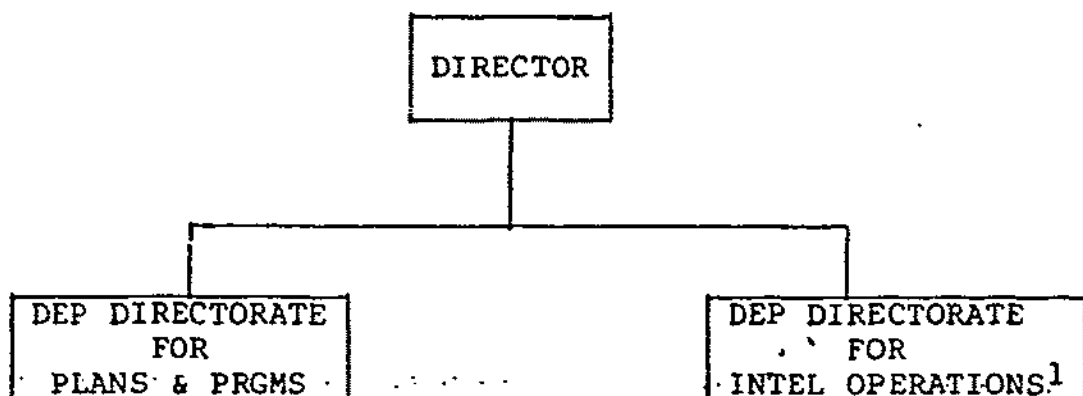
f. Implements policies regarding the DOD awards program. Establishes command policy on joint service awards and decorations and special trophies and awards. Receives and processes all awards submitted by the Headquarters staff and subordinate joint activities to include reviewing recommendations, initiating board actions, and obtaining approval of board actions from approval authority.

g. Coordinates the Headquarters' Suggestion Program under the host-base program.

h. Manages the Command Personnel Reliability Program (PRP) and other programs that impact on the quality of the Command force. Serves as liaison on all PRP matters within the Command. Acts as review authority for permanent decertification actions. Makes recommendations for improving PRP effectiveness.

i. Manages the Command Individual Mobilization Augmentee (IMA) program.

DIRECTORATE OF INTELLIGENCE (J2)



1 Portions are nonmanagement headquarter's functions

The Intelligence Directorate is responsible for providing adequate and timely intelligence support to USCINCSpace, and ensuring the availability of the intelligence necessary for the USSPACECOM mission. Specifically, the Directorate is responsible for the following actions: advise USCINCSpace and key members of his staff on all matters pertaining to intelligence; provide intelligence estimates of the threat to North America and to US/Allied space systems, and provide warning of enemy hostile actions or intentions; provide effective management of intelligence supporting functions; and formulate intelligence policies, programs, and plans.

1. Deputy Directorate for Plans and Programs performs the following functions:

a. Serves as Command OPR for:

(1) Intelligence plans and programs supporting the missions of USSPACECOM.

(2) Architectures, plans and programs on intelligence policy and doctrine, and intelligence input to related concepts, architectures and operations in support of command mission.

(3) Development of USSPACECOM intelligence plans.

(4) Intelligence requirements and resources in the DOD Planning, Programming and Budgeting System (PPBS), and the National Foreign Intelligence Program.

(5) Foreign disclosure matters.

b. Serves as Directorate OPR for:

(1) Preparation of planning inputs to National and DOD guidance.

(2) Planning, identification and formulation of intelligence requirements and support procedures for current and future spaceborne or space-related systems.

(3) Planning and coordinating intelligence requirements for space/missile surveillance/tracking sensors.

(4) USSPACECOM intelligence system survivability.

(5) Coordination of all directorate resource programming submissions.

(6) Coordination of financial planning for J2 programs.

(7) Manpower and civilian personnel.

(8) Intelligence training programs and policy.

(9) The Intelligence Career Development Program.

(10) Managing expenditures of funds and use of resources allocated to J2.

(11) Matters associated with the PPBS and MFP 1 and 3 Resource Management.

(12) Provides management of the Army, Navy, and Air Force Reserve Intelligence programs.

c. Coordinates intelligence training requirements, monitors implementation of deputate training programs, and monitors attainment of training standards.

d. Manages foreign disclosure matters for the Command.

e. Coordinates development of unique intelligence training programs to meet the needs of USSPACECOM.

f. Develops and monitors SCI and non-SCI information systems policies and requirements.

g. Provides assistance to the SSO in oversight of the CMC joint telecommunications center as well as assistance for identification of TEMPEST requirements, engineering/installation of equipment and accreditation from national authority.

2. Deputy Directorate for Intelligence Operations performs the following functions:

a. Prepares intelligence estimates and related command inputs to national intelligence documents relating to the strategic threat to North America.

b. Prepares intelligence estimates on the current and future strategic threats to North America.

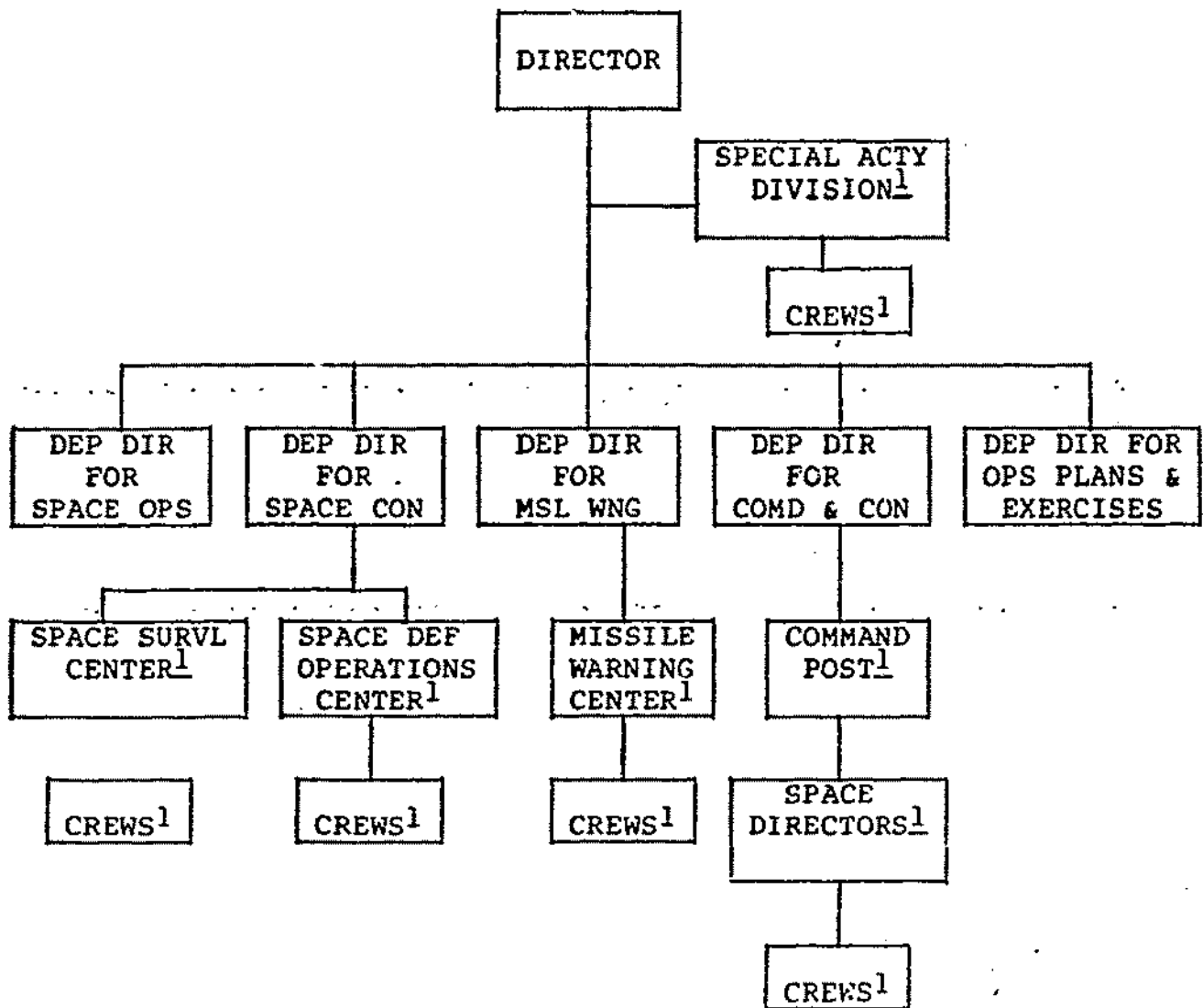
c. Reviews threat estimates/statements prepared by national and theater intelligence agencies impacting on the strategic defense mission.

- d. Monitors the integration of national, theater, and command generated intelligence estimates and applications as they apply to command unique functions and requirements.
- e. Coordinates review of intelligence threat estimates for command generated plans, publications, system, or concept documents.
- f. Coordinates intelligence threat information for special studies conducted by the Command.
- g. Identifies intelligence information requirements to support intelligence estimates.
- h. Functions as the focal point for intelligence relating to hostile electronic warfare and directed energy capabilities.
- i. Produces integrated threat scenarios in support of USSPACECOM exercises.
- j. Prepares and provides USSPACECOM intelligence inputs to national level exercises in coordination with service, DOD and national intelligence agencies.
- k. Supports IG activities and command post exercise requirements.
- l. Manages operation of the Space Operational Intelligence Center to provide comprehensive intelligence and assessments on foreign space activities and the operational status of all foreign space systems for USCINCSpace and other commands and agencies.
- m. Coordinates production of the Defense Intelligence Space Order of Battle (DISOB) for the DOD.

n. Coordinates the updating and maintenance of all data pertaining to foreign space-related installations in the national-level Automated Installations Intelligence File (AIIF).

o. Coordinates and manages intelligence support to the US antisatellite program.

DIRECTORATE OF OPERATIONS (J3)



1 Nonmanagement Headquarters functions

The Operations Directorate executes approved operations and contingency plans; prepares and coordinates all current operations planning documents (out to five years) including OPLANS, CONPLANS, JSCP, etc; and provides overall employment direction of USSPACECOM assets and resources for space operations, space defense, and all warning and surveillance assets.

1. The Special Activities Division performs the following functions:

- a. Ensures USSPACECOM complies with NCA and JCS directives.
- b. Provides guidance to USCINCSpace on joint matters relative to the nation's war plans.
- c. Provides assistance to USCINCSpace as required, to accomplish JCS-assigned tasks.
- d. Maintains liaison with JCS, the National Military Command Center, the Joint Strategic Target Planning Staff, and unified or specified commands, as necessary, for coordinated actions.

2. The Deputy Directorate for Space Operations performs the following functions:

- a. Establishes policy and monitors the development of operational requirements, upgrades, modifications and improvements to assigned satellite systems. Coordinates operational activities with component commands, OJCS, and other external agencies.
- b. Defines operational strategy and policy for assigned space systems.
- c. Provides policy, standards, and directives for employment and deployment of all assigned, dedicated, and augmented space forces.
- d. Prepares command rules of engagement for space operations.
- e. Provides the Director of Operations with staff support for all satellite systems.

f. Interfaces with NASA on matters related to launch vehicles, the Space Transportation System, unmanned space systems, and manned space operations.

g. Provides policy and guidance for STS contingency support operations.

h. Provides policy, guidance, and direction to the three Service TENCAP offices and acts as a focal point for all unified TENCAP actions including strategy for employment of national systems in support of unified commands.

3. The Deputy Directorate for Space Control manages the operation of the Space Surveillance Center and the Space Defense Operations Center, and advises the Director of Operations and staff on the operational aspects of space surveillance and defense.

a. The Space Surveillance Center (SSC) performs the following functions:

(1) Maintains and exercises real-time operational control of space surveillance sensors.

(2) Tasks and alerts sensors for tracking support of routine catalog maintenance, SOI support, and special events; such as launches, maneuvers, and TIP decays and deorbits.

(3) Maintains a catalog of orbital characteristics of all observable man-made space objects so it can be used to predict their positions. In addition to supporting sensor data acquisition and correlation for all cataloged space systems, the SSC uses this

data to support conjunction analysis for selected pairs of space systems. It predicts impacts for large decaying satellites, provides reference data for sensor calibration, and computes ephemeris data for special interest satellites.

(4) Interfaces with the alternate SSC/Backup Computational Facility (BCF), as required, to ensure continuity of operations.

b. The Space Defense Operations Center performs the following functions:

(1) Detects, tracks, and provides COMBO information for space objects by employing all source input data.

(2) Provides real-time coordination for status and alert of US and allied space assets to owners, operators, and users on interference, attack, malfunctions, and damage assessment. A space system consists of both space, ground, and communications segments. US space assets include civil, intelligence, shuttle, commercial, and foreign cooperative and DOD (military) systems.

(3) Provides space object identification (SOI) data for all satellites.

(4) Generates alert, warning, and verification of potentially hostile space-related events that affect space systems survivability by employing all source data.

(5) Provides real-time C³ interfaces to space system weapons with the WPMCCS to CINC, other military services, and space system owners, operators, and users.

(6) Maintains centralized management and information on the space order of battle.

4. The Deputy Directorate for Missile Warning manages the operation of the Missile Warning Center and advises the Director of Operations and staff on the operational aspects of integrated attack warning and assessment of missile attacks on CONUS and US forces/facilities worldwide.

a. The Missile Warning Center performs the following functions:

(1) Provides day-to-day support of USCINCSpace's integrated attack warning and assessment of missile attack on CONUS.

(2) Reports all ballistic missile and space vehicle launches detected by USSPACECOM sensors.

(3) Advises on possible threats to USSPACECOM defended areas.

(4) Reports status of all sensors used by ballistic missile AW/AA.

(5) Maintains an accurate computer data base to support the USSPACECOM mission.

(6) Support US-USSR agreement on measures to reduce the risk of the outbreak of nuclear war.

5. The Deputy Directorate for Command and Control performs the

following functions:

- a. Monitors for USCINCSpace the operation of the USSPACECOM Command Post and its alternates and the presentation of command briefings and emergency conferences.
- b. Heads USSPACECOM Crisis Planning Team.
- c. Acts as staff single point of contact for C³CM actions. Coordinates EW, military deception, OPSEC, and physical destruction, with intelligence support, to accomplish offensive C³CM objectives.
- d. Recommends actions necessary to include realistic C³CM environment in appropriate joint exercises.
- e. Recommends actions to ensure aggregate aspects of C³CM are included in appropriate OPLANs, and doctrine and policy statements.
- f. Determines capability of forces to operate in realistic C³CM environment in appropriate joint exercises.
- g. Supervises the overall Operations Security Program in USSPACECOM. Maintains active liaison with subordinate unified and component commands to develop, coordinate and standardize the OPSEC Program in USSPACECOM.
- h. Develops, recommends, and implements plans, policies, and procedures governing the OPSEC Program in USSPACECOM.
- i. Conducts operations security surveys on USSPACECOM operations as required and assists subordinate unified and component commanders with local OPSEC surveys.
- j. Reviews, from an OPSEC standpoint, USCINCSpace, and

subordinate unified and component commanders' OPORDs, OPLANS, and CONPLANS.

k. Prepares USCINCSpace operational instructions and Command Post operating procedures to meet emergencies and conduct military actions, emergency actions, quick reaction checklists, and pre- and post- E-Hour guidelines.

l. Responsible to maintain operational information in both automatic data processing (ADP) and manual systems. Serves as single point of contact in J3 for command and control computer application and for ADP training of assigned personnel.

m. Develops and supervises operational reporting policies and procedures within USSPACECOM.

n. Serves as J3 office of primary responsibility in developing, reviewing, and validating requirements for future command, control and communications requirements; coordinates all requirements with J4/6.

6. Space Directors perform the following functions:

a. Provide space defense and warning operational data within the Command and to other commands and agencies.

b. Exercise operational control over space assets including space defense forces provided for the defense of the United States and its space assets.

c. Ensure that USCINCSpace, the Director for Operations, and all concerned are advised of events that may affect or require a change in the USSPACECOM defense posture or alert

conditions.

- d. Assess the effects of degradation to USSPACECOM force elements and facilities caused by enemy actions or natural disaster.
- e. Provide space warning and recommend defensive measures.
- f. Monitor space system site status.
- g. Provide timely dissemination of DEFCONs, weapon alert orders, and recall of required personnel.
- h. Discharge responsibilities of the Commander and Director for Operations for space operations, space control, space support, and space defense.
- i. Prepare Commander's Daily Situation Reports (SITREP).
- j. Prepare daily operational briefings for USCINCSpace and staff.

7. The Deputy Directorate for Operations Plans and Exercises prepares and coordinates all current operations planning documents; and develops joint exercise scenarios, prepares exercise plans and directives, and establishes command policy and procedures to implement DOD and JCS exercise guidance and directives. The Deputy Directorate is divided into two divisions with responsibilities as follows:

- a. The Operations Plans Division performs the following functions:

- (1) Is the central point of contact for operational coordination and processing of JCS planning directives, such as the Unified Command Plan (UCP), Joint Strategic

Capabilities Plan (JSCP), and Joint Strategic Operations Plan (JSOP).

(2) Reviews, updates, coordinates, and processes operational and contingency plans and other operational publications assigned by JCS and Component Services.

Submits appropriate documents to JCS, and lateral commands for approval and coordination.

(3) Prepares OPLANS and CONPLANS to ensure space control throughout the spectrum from peace to war.

(4) Prepares OPLANS and CONPLANS for OPCON of all launch assets and national systems.

(5) Processes Command OPLANS that support other unified and specified commands and plans.

(6) Establishes format and standards for preparation, distribution and review of all OPLANS and OPORDS in the Command and by component and subordinate commands.

(7) Reviews, updates, coordinates, and processes MOA between USCINCSpace and other CINCs and commanders for aerospace defense.

(8) Provides personnel for augmentation of the USSPACECOM Battle Staff Support Center (BSSC).

(9) Is the headquarters OPR to assure JSCP tasking is met and for inputs to annual JSCP reviews and revisions.

(10) Compiles Commander's Semiannual Situation Report (SITREP).

(11) Is responsible for special plans and PSYOP.

(12) Provides personnel for representation on Controller/Exercise Control Team.

(13) Is the operational point of contact for WWMCCS.

b. The Exercise Division performs the following functions:

(1) Establishes policy and procedures to implement DOD and JCS exercise guidance and directives; and guidance and focus for the USCINCSpace Exercise Program.

(2) Prepares, coordinates and maintains the Exercise Schedule.

(3) Prepares and coordinates inputs to the 5 year JCS-directed and JCS-coordinated Exercise Program and the Significant Part I and Part II Exercise Program.

(4) Prepares and briefs the Exercise Program, as directed. Maintains the USCINCSpace Exercise Briefing in a current status.

(5) Conducts exercise scheduling and funding conferences and attends the scheduling and funding conferences of other unified and specified commands and JCS.

(6) Manages airlift funds allocated by JCS for the conduct of JCS-directed and JCS-coordinated exercises in the USSPACECOM area. Supervises and adjusts the exercise budget to meet USSPACECOM joint/combined training requirements. Coordinate airlift request validation.

(7) Reviews and analyzes Exercise Program and prepares

annual program analysis and annual narrative assessment.

(8) Acts as coordinator to track status of corrective actions for deficiencies, detected during exercise evaluations, inspections and investigations.

(9) Directs Command Post Exercises (CPX) for training USCINCSpace Command Center watch teams and augmentees in control and coordination of strategic nuclear war operations.

(10) Recommends, reviews and monitors participating forces in exercises.

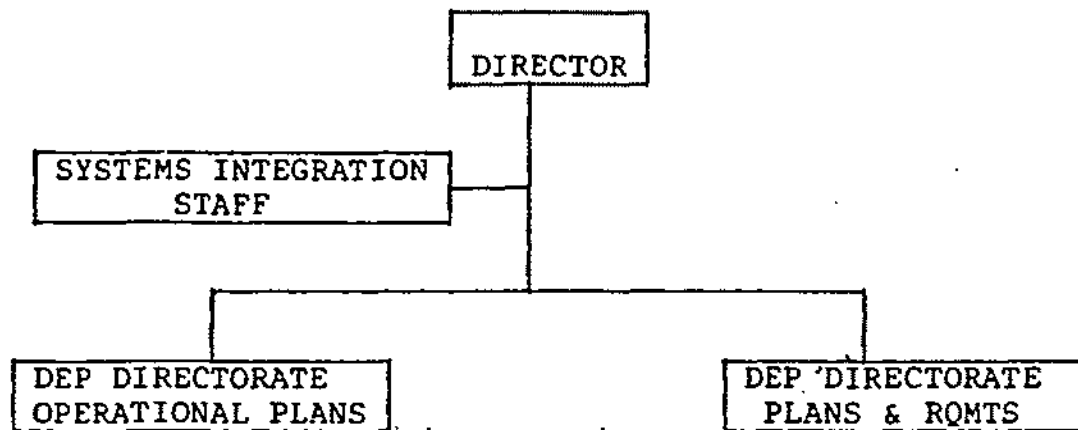
(11) Develops USCINCSpace objectives for USSPACECOM sponsored exercises and for incorporation in subordinate command exercises.

(12) Develops exercise scenarios and prepares exercise plans and directives.

(13) Monitors and maintains files on component and subunified command sponsored exercises deemed to be of interest to USCINCSpace or JCS.

(14) Acts as coordinator for exercises involving other CINCs or involving multiple subordinate commands.

DIRECTORATE OF SYSTEMS INTEGRATION, LOGISTICS AND SUPPORT (J4/6)



Responsible to USCINCSpace for formulation and implementation of joint policies, concepts, and procedures to ensure effective use of command and control systems and associated logistics support. Ensures technical integration of long-range plans for space operations and integrated tactical warning systems.

Advocates system improvements and research and development (R&D) efforts for operational application. Supports and participates in joint exercises and unified planning activities.

1. Systems Integration Staff.

a. Serves as the principal advisor to J4/6 on system level integration and technical integrity for all systems supporting USSPACECOM.

b. Coordinates with the USSPACECOM staff, OJCS, Defense agencies, other unified or specified commands, and component commands on matters affecting integration and technical integrity to include test and certification of systems supporting USSPACECOM.

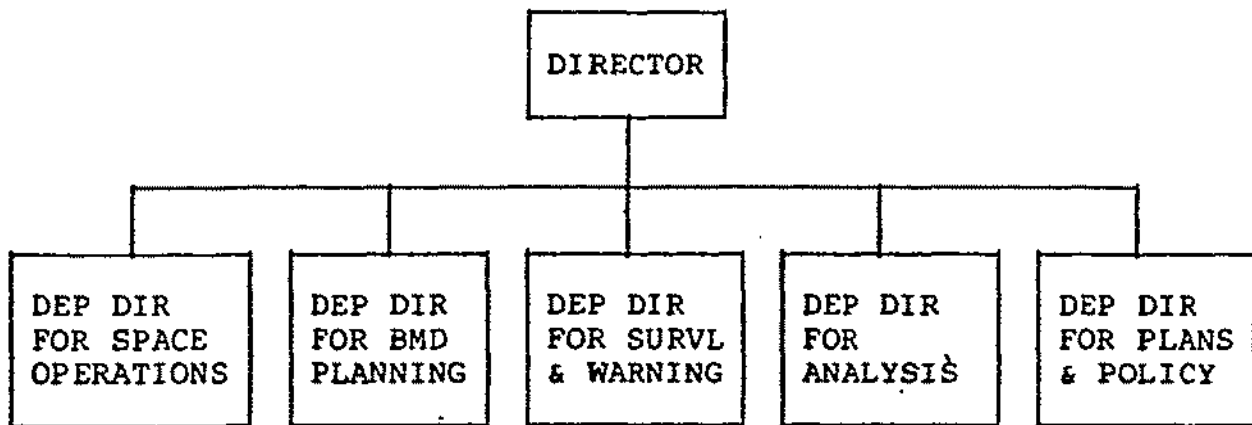
c. Establishes policy for and ensures system level integration and technical integrity for all systems supporting USSPACECOM.

- d. Ensures effective technical operation and evolution of all systems supporting USSPACECOM.
 - e. Coordinates long-term plans to support interoperability and standardization of command, control, and communications systems to support USSPACECOM.
 - f. Identifies interoperability deficiencies in all current or planned systems supporting USSPACECOM.
 - g. Reviews all architectures to ensure interoperability with existing and other planned systems. Ensures the development of architectures necessary for interoperability of command, control and communications systems.
 - h. Serves as the liaison between the HQ USSPACECOM staff and the Air Force Space Command Systems Integration Office.
2. Deputy Directorate for Operational Plans.
- a. Develops comm, ADP, and logistics annexes to appropriate operational plans (OPLANS) and operational orders (OPORDS).
 - b. Plans for the technical and logistical aspects of the military use of civil and commercial space systems in support of operational tasking.
 - c. Plans for the transfer of MILSATCOM systems to USCINCSpace in execution of designated OPLANS/CONPLANS.
 - d. Focal point for USCINCSpace Information Systems Security Program to include electromagnetic interference, EW/C³ countermeasures, COMSEC, and TEMPEST issues.
 - e. Serves as the command WWMCCS security manager.
 - f. Command OPR for teleprocessing service requests.

3. Deputy Directorate for Plans and Requirements.

- a. Provides policy, guidance, and direction for communications, ADP, and logistics in support of USSPACECOM. Develops command and control systems policy and concepts, and advocates enhancement to architectures of space systems, networks, and facilities.
- b. Reviews and coordinates PPBS actions related to command and control systems and logistics supporting USSPACECOM. Advocates improvements and R&D efforts in command and control systems for operational applications.
- c. Supports the J3 in his role as WWMCCS operational OPR. Command representative on WWMCCS ADP Executive Steering Committee. OPR for WWMCCS ADP Five-Year Plan.
- d. Develops requirements for new command and control systems and coordinates appropriate component implementation.
- e. Develops the USSPACECOM Teleprocessing Plan. OPR for Defense Communication Systems Five-Year Program, Manages USSPACECOM CINC C² Initiative Fund Program.
- f. Maintains liaison with components' engineering agencies, ensures consistency and avoids unnecessary duplication, and prioritizes construction projects.

DIRECTORATE OF PLANS (J-5)



The mission of the Plans Directorate is to develop plans, policy, doctrine, strategy, and operational requirements for USSPACECOM. Specifically, the Directorate is responsible for the following activities: plan for integrated attack warning and assessment, and space operations; develop policy on the missions, functions, and responsibility assigned to USSPACECOM; develop, evaluate, coordinate, monitor and sustain joint doctrine, strategy, and operational requirements for strategic defense and space operations; monitor compliance with, and recommend changes to, the Joint Strategic Planning System documents and the Unified Command Plan; monitor component PPBS activities to ensure consistency with USSPACECOM requirements; support USCINCSpace during DRB deliberations and the POM issue cycle; analyze joint exercises, concepts and operational plans, and provide analytical support for simulations and war gaming; provide advice on command relationships, arms control and international negotiations, including the NORAD agreement; coordinate strategic aerospace defense and space operations activities with OSD, OJCS joint program offices, military services, unified and specified commands, and other government agencies.

1. The Deputy Directorate for Space Operations performs the following

functions:

- a. Plans for space operations, space support activities, and space control operations.
- b. Develops, evaluates, coordinates, monitors, and sustains joint doctrine and strategy for space operations.
- c. Coordinates space operations and space support activities with OSD, DJCS, joint program offices, military Services, unified and specified commands, and other government agencies.
- d. Develops operational requirements for orbital transfer and on-orbit satellite control systems.
- e. Develops operational requirements and concepts for space control systems.
- f. Develops requirements, operational concepts, and plans to improve support provided by USCINCSpace space systems to the NCA, JCS, and commanders of unified and specified commands.
- g. Develops requirements, operational concepts, and plans to ensure continued support to space systems (ground segment, C³ segment, and space segment) through redundancy, survivability etc.
- h. Develops plans and command and control structures to provide for USCINCSpace operational command of launch facilities, satellite control systems, and assigned satellite programs.
- i. Plans for the JCS-directed use of national, civil, and commercial space systems.

j. Acts as HQ USSPACECOM point of contact for all aspects of joint testing and evaluation in USSPACECOM.

k. Acts as HQ USSPACECOM point of contact for Cooperative R&D Program.

l. Initiates/revises instructions pertaining to USSPACECOM RDT&E activities and material development requirements.

m. Monitors the Services' and other Defense Agencies' RDT&E programs to provide current RDT&E program status to USCINCSpace staff, components, and subordinate unified commands.

n. Develops policy and joint doctrine for use of space forces assigned to USSPACECOM.

2. The Deputy Directorate for Ballistic Missile Defense

Planning performs the following functions:

a. Develops operational concepts and requirements for ballistic missile defense (BMD) systems and supporting infrastructure.

b. Develops USCINCSpace inputs to OSD, OJCS, joint program offices, and other government agency BMD efforts.

c. Coordinates and consolidates U&S command requirements for active defense.

d. Coordinates and evaluates integration of BMD systems with strategic offensive and other strategic defensive forces.

e. Provides liaison to the SDIO and Defense Agencies working BMD developmental issues.

f. Monitors and provides a joint assessment of SDIO and Service BMD developmental programs.

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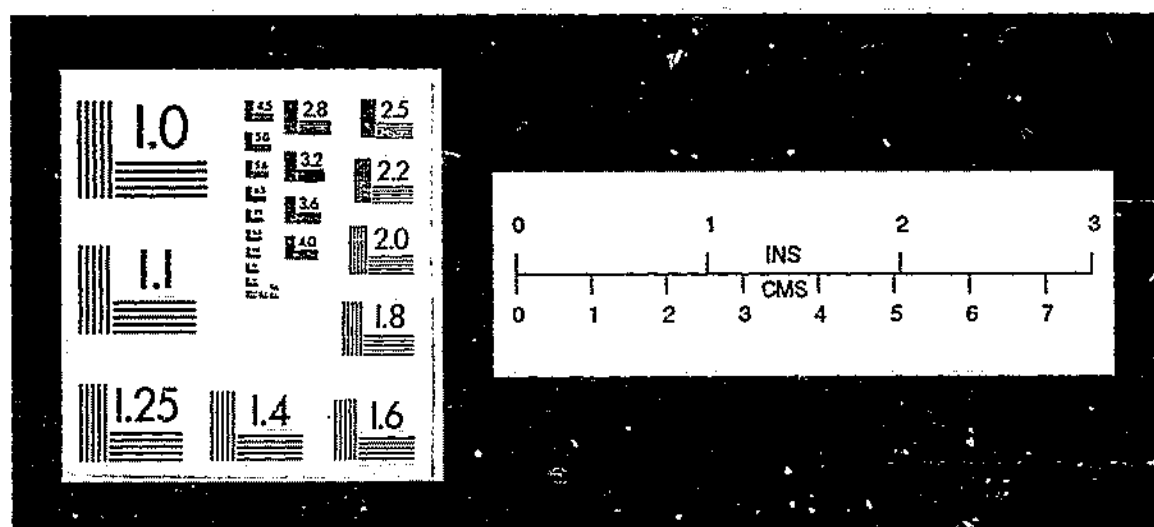
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g. Coordinates joint test and evaluation requirements, and assists in defining requirements for the SDI National Test Facility.

3. The Deputy Directorate for Surveillance and Warning performs the following functions:

- a. Develops strategy and policy options for the attack warning/attack assessment (AW/AA) functions to include surveillance and warning, and command and control.
- b. Develops operational requirements, concepts, and long-range plans for AW/AA systems that support the USSPACECOM surveillance and warning systems and command and control centers.
- c. Reviews implementation of AW/AA requirements through the component commands.
- d. Advocates, through the joint staffing process, program decisions in support of USSPACECOM.
- e. Supports other unified and specified commanders in planning for unique mission requirements as they are supported by the AW/AA systems.
- f. J5 office of primary responsibility for reviewing and validating long-range plans for future command, control and communications requirements.

4. The Deputy Directorate for Analysis performs the following functions:

- a. Analyzes the results of JCS and USCINCSpace sponsored exercises and develops recommendations for corrective action and operational improvements.

- b. Analyzes joint concepts/requirements and operational plans for operational effectiveness and feasibility.
- c. Provides analytic support for simulations and war-gaming.
- d. Conducts, as required, analyses and simulations concerning attack warning, attack assessment, and hypothetical responses to include the ability to promulgate response directives.
- e. Conducts analyses of joint force capabilities and requirements to include assessments of the readiness, sustainability, modernization, and force structure aspects of current, programmed and planning forces.
- f. Recommends analytical methodologies and techniques to improve the development and evaluation of CINC war plans. Provides advice and assistance regarding analytical hardware and software systems and processes to the individual CINCs as requested.
- g. As directed, initiates and/or participates in special studies and analyses of political/military matters of interest to USCINSPACE.
- h. As directed, provides J-5 representation to JCS or other DOD special study efforts.
- i. Monitors component analysis activities in support of USSPACECOM missions and functions.

5. The Deputy Directorate for Plans and Policy performs the following functions:

- a. Monitors component PPBS activities to ensure consistency with USCINSPACE requirements.

- b. Supports USCINCSpace during DRB deliberations and the POM issue cycle.
- c. Monitors Defense Department budgetary actions related to USSPACECOM forces, weapons systems, bases and operational matters.
- d. Coordinates and forwards to JCS statements of Required Operational Capability (ROC) and material development requirements needed to overcome operational deficiencies or improve operational capabilities.
- e. Interprets US national defense/foreign policy statements and contributes to formulation of national defense policy as applied to the USSPACECOM.
- f. Responsible for ensuring compatibility of USSPACECOM policy with national defense policy.
- g. Responsible for politico/military policy related staff actions in support of international negotiations.
- h. Responsible for staff actions related to politico/military aspects of bilateral and multilateral treaties.
- i. Analyzes political/military events related to USCINCSpace responsibilities for their potential impact on international relations and recommends appropriate actions.
- j. Coordinates on all USCINCSpace staff actions having international policy implications or national policy impacts.
- k. Develops J-5 inputs to and coordinates on all USCINCSpace submissions to the JCS to amend or revise the Joint Strategic Capabilities Plan (JSCP).

- l. Responsible for matters pertaining to US objective force and weapon system requirements, to include the development of strategic guidance.
- m. Develops and/or coordinates USCINCSpace input to the Joint Strategic Planning Document (JSPD), the Joint Long-Range Strategy Study (JLRSS), and Defense Guidance (DG).
- n. Prepares recommendations related to basic national security policy for US force structures as they pertain to USCINCSpace missions and responsibilities.
- o. Coordinates on all joint doctrine developed in support of USCINCSpace missions and responsibilities.